



OFFICE OF THE SECRETARY OF DEFENSE

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MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
DIRECTOR DEFENSE RESEARCH AND ENGINEERING
ASSISTANT SECRETARIES OF DEFENSE
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INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES


SUBJECT: Development of an Implementation Plan to Recruit, Develop, Reward and Retain
Technology Leaders

Section 912(c) of the National Defense Authorization Act for Fiscal Year 1998, directs the Secretary of Defense to conduct a review of the organizations and functions of the Department of Defense acquisition activities and of the personnel required to carry out those functions. In the Secretary's letter to Congress transmitting the report required by section 912(c), he committed to a study of approaches to improve recruiting, developing, and retaining technology leaders and, in turn, directed staff action on the study in his memorandum of July 13, 1998.

Accordingly, we direct the creation of a Senior Steering Group (SSG) to analyze policies that might be employed to ensure the Department's Research, Development, Test and Evaluation (RDT&E) organizations have access to the highest quality scientific and engineering workforce. The output of the SSG will be an implementation plan, including proposed legislation or waiver proposals, where necessary, to implement the proposed policies, and timelines for appropriate action items. The charter for the Senior Steering Group is attached.

As specified in the Charter, the Senior Steering Group shall provide a report on its conclusions and recommendations to us by April 1, 1999.


Jacques S. Gansler
Under Secretary of Defense
Acquisition and Technology


Rudy de Leon
Under Secretary of Defense
Personnel and Readiness



CHARTER FOR THE SENIOR STEERING GROUP ON RECRUITMENT, DEVELOPMENT, REWARD AND RETENTION OF TECHNOLOGY LEADERS

INTRODUCTION AND BACKGROUND

The civilian and military personnel in the Department's Research, Development, Test and Evaluation (RDT&E) organizations, through their roles as hands-on technologists and "smart buyers", provide our military services with the superior warfighting technology necessary to ensure the Full Spectrum Dominance envisioned in Joint Vision 2010. It is critical to the success of the RDT&E mission that the Department of Defense (DoD) recruit, develop, reward and retain a technical workforce of the highest possible caliber.

AUTHORITY AND DIRECTION

The Under Secretary of Defense (Acquisition & Technology), in conjunction with the Under Secretary of Defense (Personnel & Readiness), hereby establishes a Senior Steering Group (SSG) to analyze issues involved in recruiting, developing, rewarding and retaining technology leaders. The Steering Group will be chaired by the USD (A&T) and the USD (P&R) and will include the Under Secretary of Defense (Comptroller), the Director, Defense Research and Engineering, the Assistant Secretary of Defense (Force Management Policy), the Director, Test, Systems Engineering and Evaluation, the Special Operations Command Acquisition Executive, the Service Acquisition Executives, and the Assistant Secretaries responsible for personnel matters in the Military Services. The Deputy Director, Defense Research and Engineering (Laboratory Management & Technology Transition) and Deputy Assistant Secretary of Defense (Civilian Personnel Policy) shall co-chair a Working Group that will conduct the study and provide recommendations to the SSG for their consideration and approval. The Working Group will include representatives of the Senior Steering Group members with experience in the RDT&E and personnel policy communities.

STUDY OBJECTIVES

The study will examine policies that might be employed to ensure the Department's access to the highest quality science and engineering workforce. The output of the study will be an implementation plan, including proposed legislation or waiver proposals, where necessary to implement the proposed policies, and timelines for appropriate action items.

The Study Group, at a minimum, shall consider the following:

Options presently available for recruiting, developing, rewarding, and retaining the Department's technical workforce, to establish reality vice perceptions, e.g.:

- The Civilian Career Development Program
- Managing and Detailing the Civilian Acquisition Workforce
- Acquisition Personnel Demonstration Project
- Defense Laboratory Personnel Demonstration Projects (S&T Reinvention Labs)
- Intergovernmental Personnel Act (IPA)
- Term appointments and subsequent employment restrictions
- Position pay and bonus options

Options for new initiatives:

- Modification of IPA rules to allow industry-government rotations
- Use of renewable term contracts
- Innovative retention incentives
- Creation of a Science and Engineering Corps
 - Currently being considered as a recommendation by the National Science and Technology Council Inter-Agency Working Group on Laboratory Reform

Best Practices of Other Agencies, Industry and Academia

SCHEDULE

The Senior Steering Group shall report its conclusions and recommendations to the SSG chairs by April 1, 1999. The Working Group will provide progress reports every 60 days to the SSG. The Working Group will report their plans for proceeding to the Senior Steering Group not later than October 1, 1998.

RELATED STUDIES

As part of the Department's response to section 912c and as part of previous management initiatives, there are additional studies that are complementary to and should be coordinated with the "Technology Leaders" study chartered here. These include:

Development of an Implementation Plan to Streamline the Science and Technology, Engineering,

and Test and Evaluation Infrastructure: The study will evaluate, cross-Service and by warfighting technology area, the capabilities of all components in DoD to conduct science and technology, engineering (both Product Center engineering and systems engineering), and test and evaluation. The study will establish the desired RDT&E infrastructure necessary to accomplish the Department's technology program for the 21st Century. This study will be conducted by another DoD Senior Steering Group chartered in response to section 912 (c).

Technology Capabilities of non-DoD Sectors of the Government, Industry and Academia: This study will examine by warfighting technology area the capabilities of other technology providers and provide real-time feedback to the in-house RDT&E study to allow for informed decisions on, for example, competitive outsourcing of technology. A Defense Science Board Task Force will conduct the study.